Comparative Employee Feedback Data for Participating Hospitals

by state
December 2005

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Supported by:

RHPI
RURAL HOSPITAL PERFORMANCE IMPROVEMENT   **Delta Region**

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Purpose

The following slides provide comparative data by range of employees from hospitals that have participated in the employee feedback process since 2002 (does not include a few of the original hospitals that used an entirely different format).

This data is from the initial pre-performance improvement (PI) consultations only. Each slide represents data from the individual statements in each of the six categories: planning, administrative/ management, training, environment/ retention, peer/ performance, and supervisory issues, and overall satisfaction.

An initial slide provides information on the response rates and the ranges for the number of employees in participating hospitals.

The original form was revised using fewer questions. Appendix A contains a comparisons between the original and revised items.

Report Overview

- Number of Peer Hospitals by State
- Range of Response Rates/ Number of Employees
- Individual Slides:

  <u>Planning Issues:</u> includes the following questions

  -Q1. I contribute to the planning process
  -Q2. I contribute to the plan and mission
  -Q3. I would like to be involved in the planning process

  <u>Administrative/Management Issues:</u> includes the following questions

  -Q4. I have confidence in this facility's leadership
  -Q5. Communications from management are frequent enough
  -Q6. I can trust what I am told by the management

  <u>Training Issues:</u> includes the following questions
  -Q7. I am provided enough information by this facility to do my job well
  -Q8. My initial training provided by this facility was adequate
  -Q9. As much ongoing training as I need is provided by this facility

  <u>Environmental/Retention Issues:</u> includes the following questions

  -Q10. I am proud to work for this facility
  -Q11. I like the type of work that I do
  -Q12. I would recommend this facility to my family & friends

  <u>Performance/Peer Issues:</u> includes the following questions

  -Q13. If I do very good work I can count on making more money
  -Q14. I feel part of a team working toward shared goals
  -Q15. I am given enough recognition by management for work that's well done

  <u>Supervisory Issues:</u> includes the following questions
  -Q16. My supervisor gives me adequate support
  -Q17. I feel that my supervisor treats me fairly
  -Q18. My supervisor tells me when I do my work well

  <u>Overall Level of Satisfaction</u> (Q19)

- Appendix A – Comparison of item between the original and revised forms

Response Rates and Range (Number of Employees)
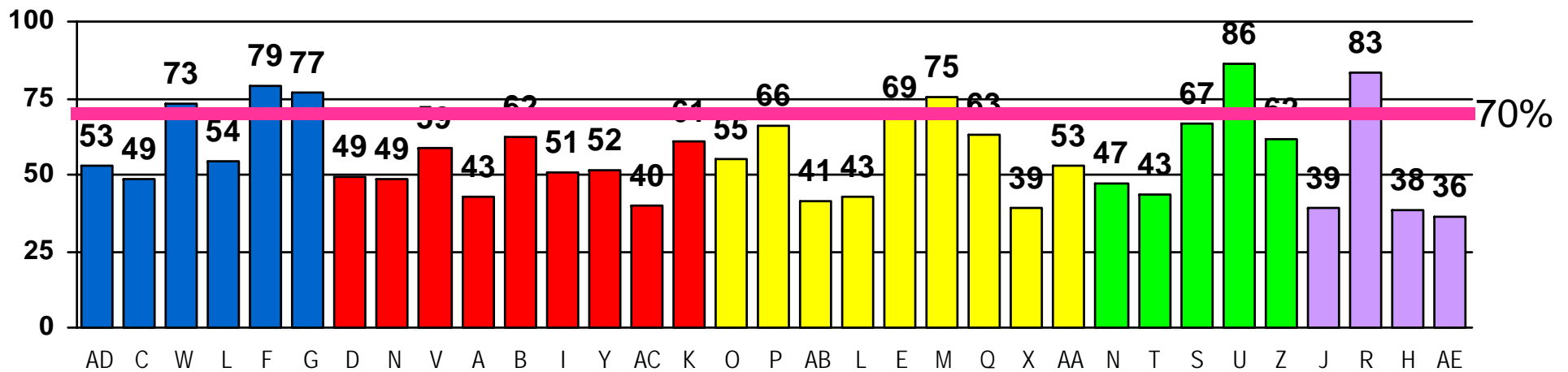
Number of employees
- ■ <100
- ■ 100 to 149
- ■ 150 to 199
- ■ 200 to 299
- ■ >300

Response Rates & Number of Employees

➢ Response rates for the 32 hospitals ranged from 38.2% to 86%. Although data based on response rates under 70% may not accurately reflect employee perspectives, a decision was made to process the data with cautions about validity.

➢ The number of employees in participating hospitals ranged from 56 to 460

Planning Issue

Each category includes a series of questions designed for hospital management and leadership to consider, discuss and use for performance improvement.

- How might staff become involved in planning for the hospital's future?

- How might staff feel they are helping the hospital to fulfill its mission without actual involvement in planning the hospital's future?

- What human resource factors may need review for employees to become involved in planning the hospital's future?

- How could department managers work with employees to involve them in planning for the department?

- More staff appear to want to be involved in the planning process than feel they are involved. What could be the reasons for this difference?
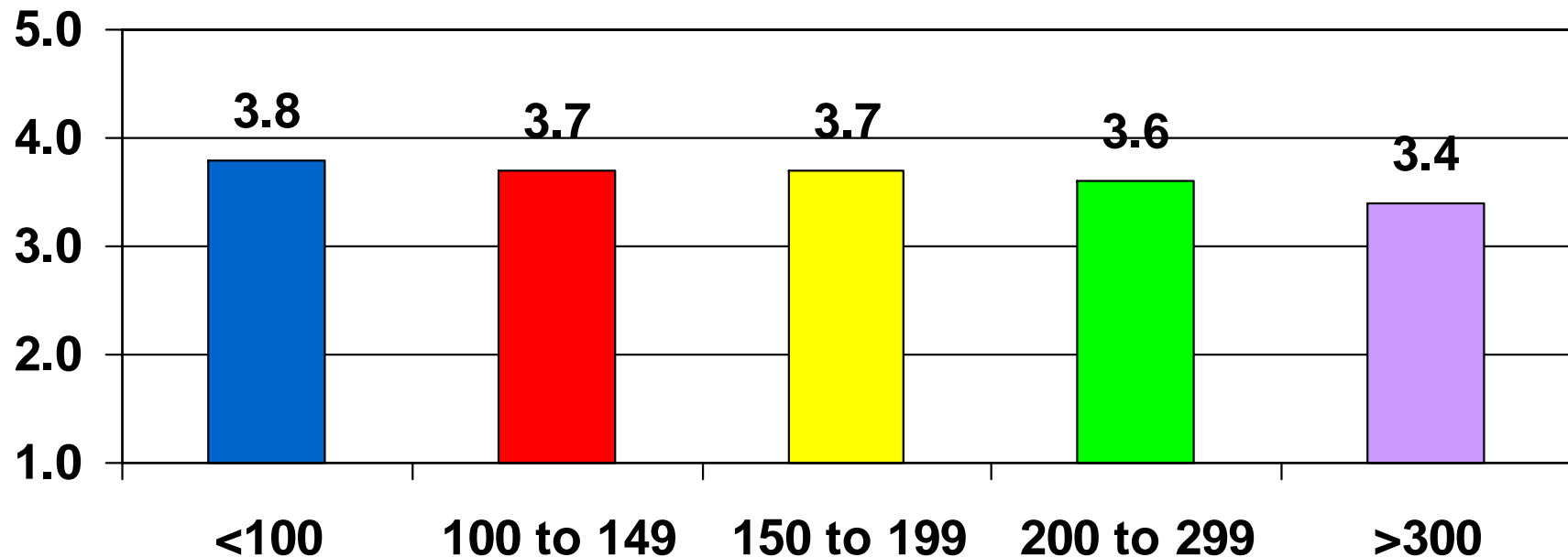
Planning Issues - Average Score by Employee Size

Employee Size	Average Score
<100	2.9
100 to 149	2.7
150 to 199	2.7
200 to 299	2.7
>300	2.5
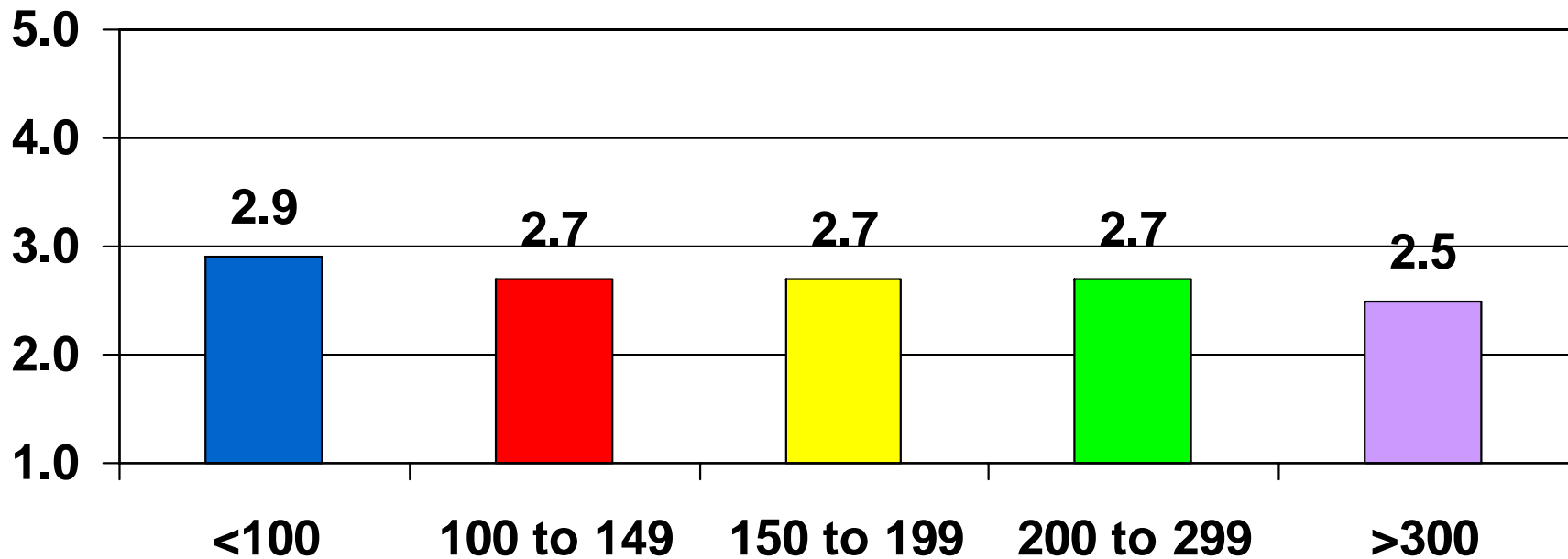
Q1. I contribute to the planning process

Planning Issues - Average Score by Employee Size
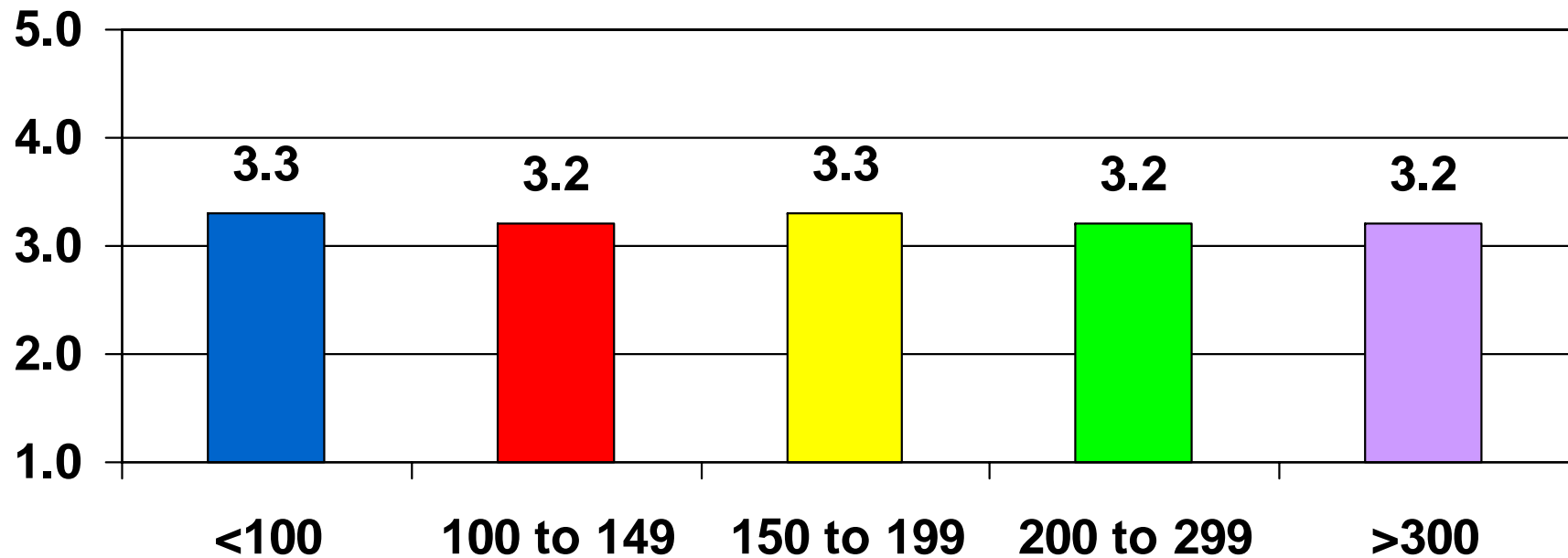
Q2. I contribute to the plan and mission

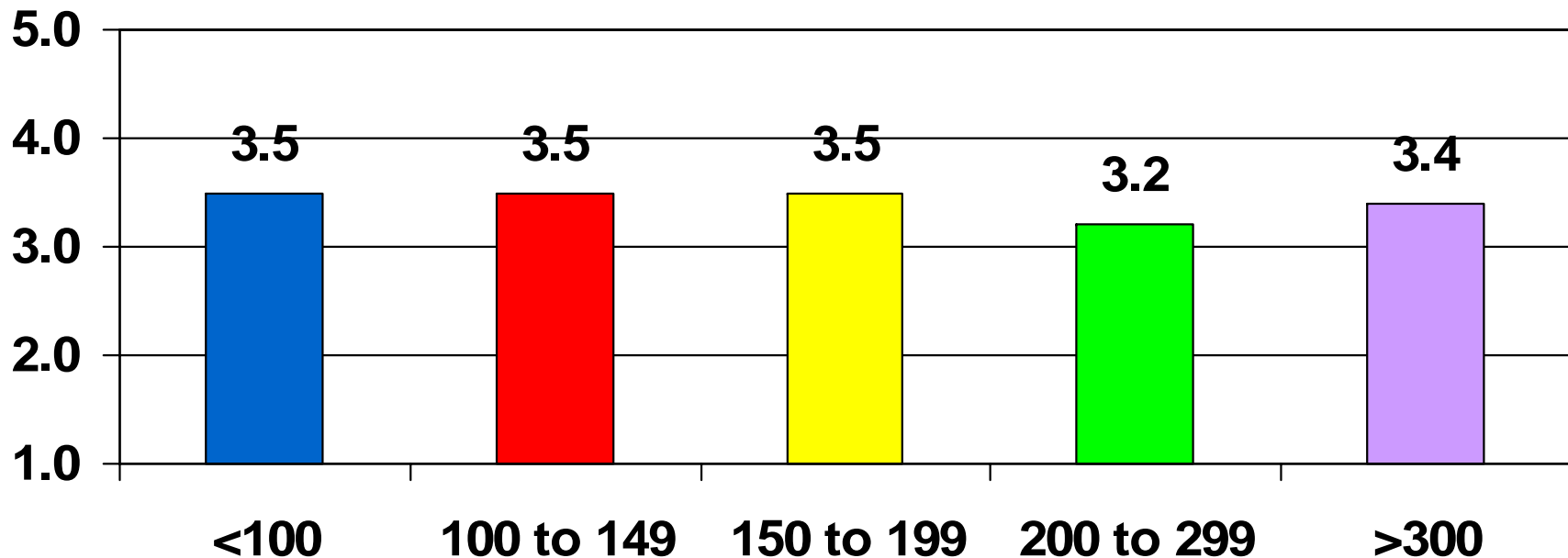**Planning Issues - Average Score by Employee Size**

Q3. I would like to be involved in the planning process

Administrative/ Management Issues

Each category includes a series of questions designed for hospital management and leadership to consider, discuss and use for performance improvement.

- What might these results infer about confidence in leadership?

- Does it appear that, concerning communication, enough is ever enough?

- What is the message from these results regarding communication between employees and management?

- Describe the levels of trust in your hospital.

- What do these results infer with respect to confidence in leadership, communication and trust with managers?

- What strategies could be implemented to increase employee confidence in leadership, improve communications and trust between management and employees?

Administrative/Management Issues -
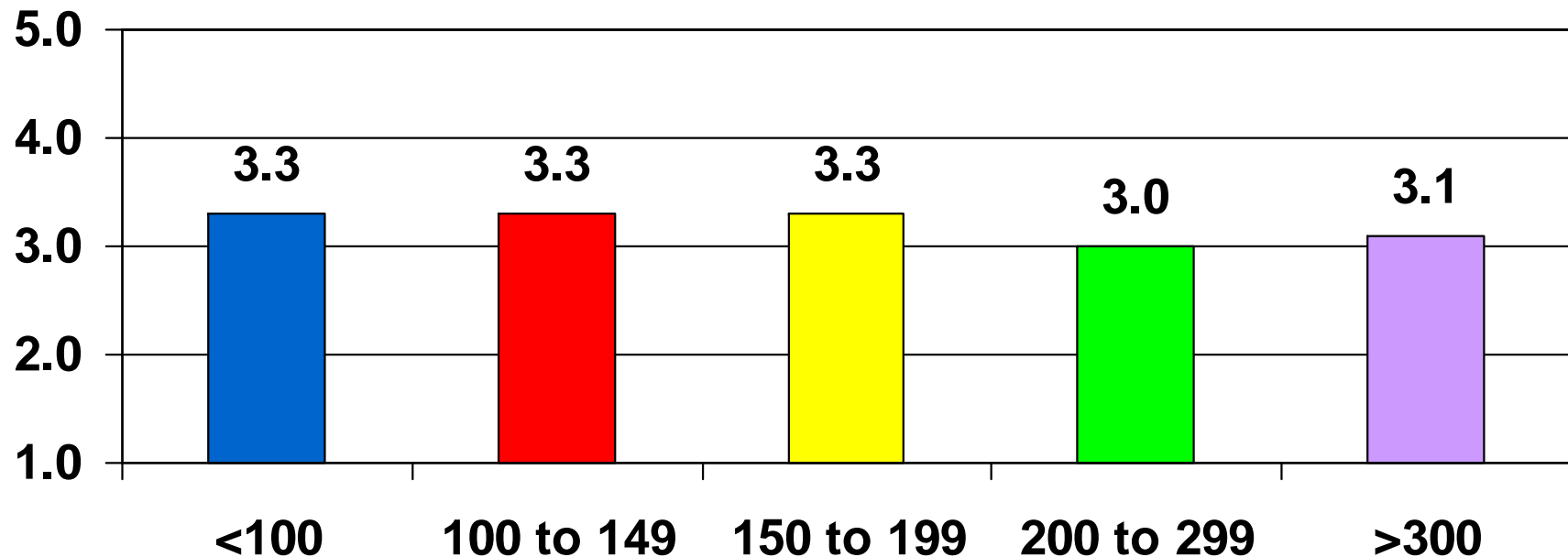Average Score by Employee Size

Q4. I have confidence in this facility's leadership

Administrative/Management Issues - Average Score by Employee Size
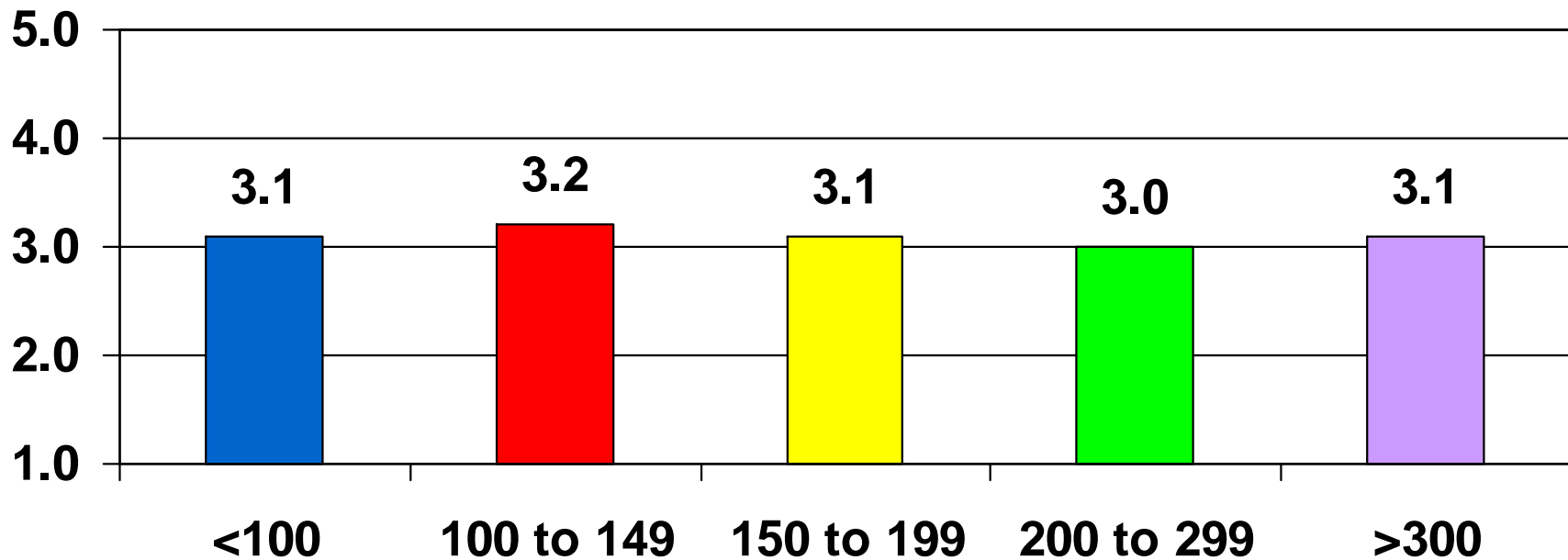
Q5. Communications from management are frequent enough

Administrative/Management Issues -
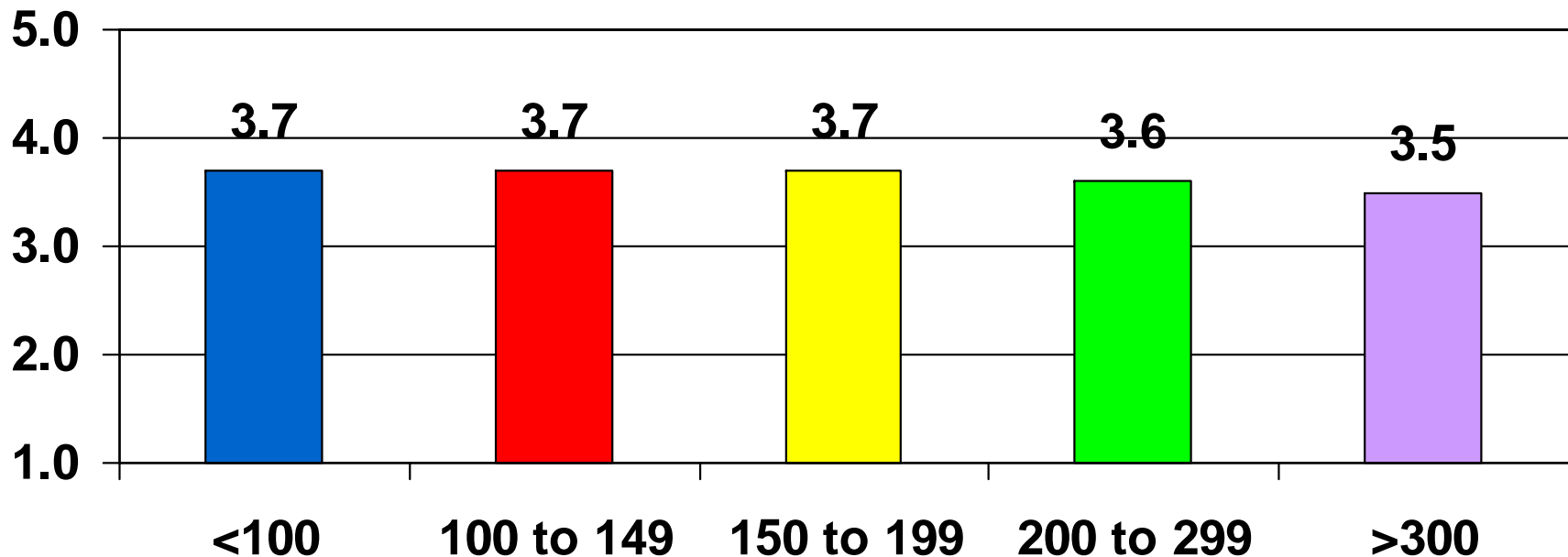# Average Score by Employee Size

Q6. I can trust what I am told by the management

Training Issues

Each category includes a series of questions designed for hospital management and leadership to consider, discuss and use for performance improvement.

- How do you define "enough" training?

- Who is involved in planning employee training?

- What might these results say about the importance of "standards" in training?

- What does your hospital provide in the area of employee orientation?

- What do you know about employee attitudes toward ongoing training?

- Describe how employee training needs are assessed.

- If a hospital's leadership/ management would like to achieve a better response, what would they need to do? Assess employee training needs, develop an employee training plan, support in-service, online training?

- What resources are available for hospital employee training?
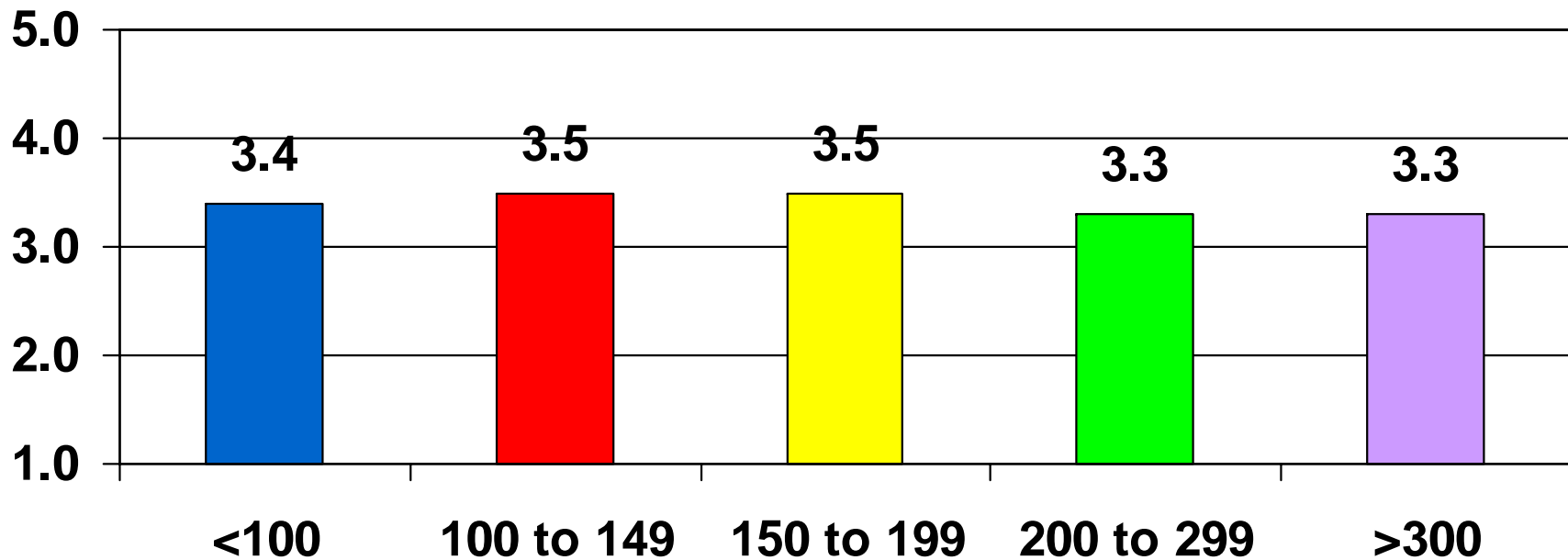
Training Issues - Average Score by Employee Size

<100	100 to 149	150 to 199	200 to 299	>300
3.7	3.7	3.7	3.6	3.5

Q7. I am provided enough information by this facility to do my job well

Training Issues - Average Score by Employee Size
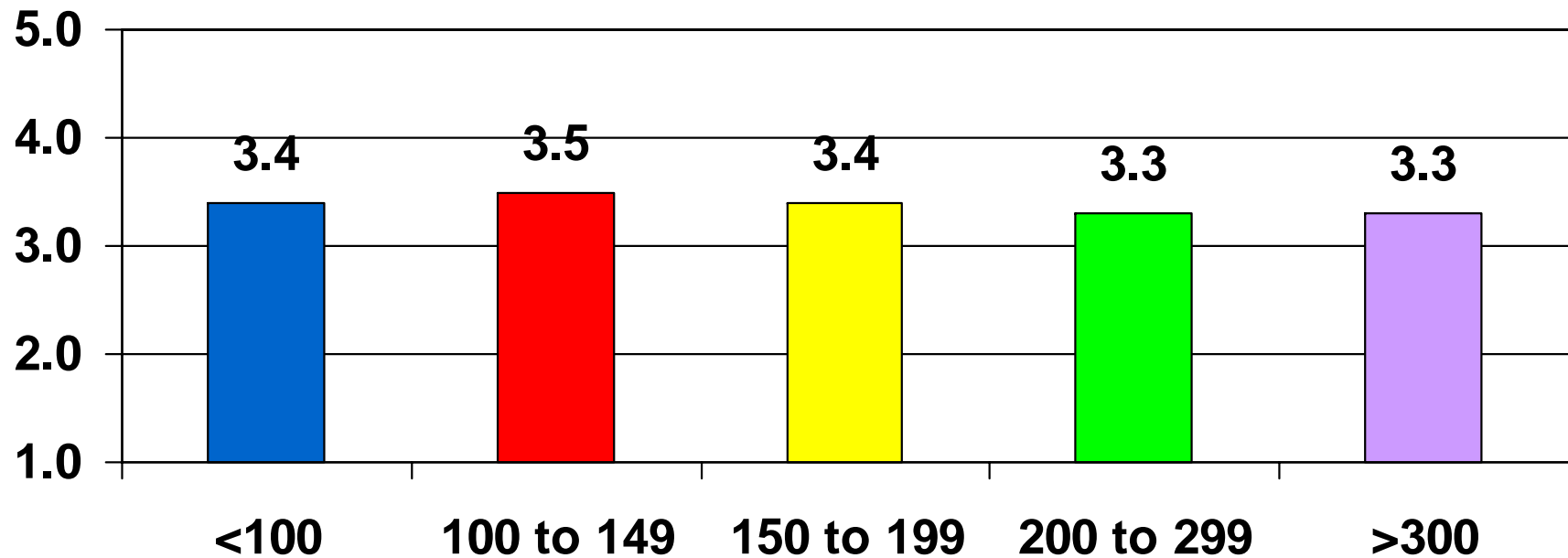
Q8. My initial training provided by this facility was adequate

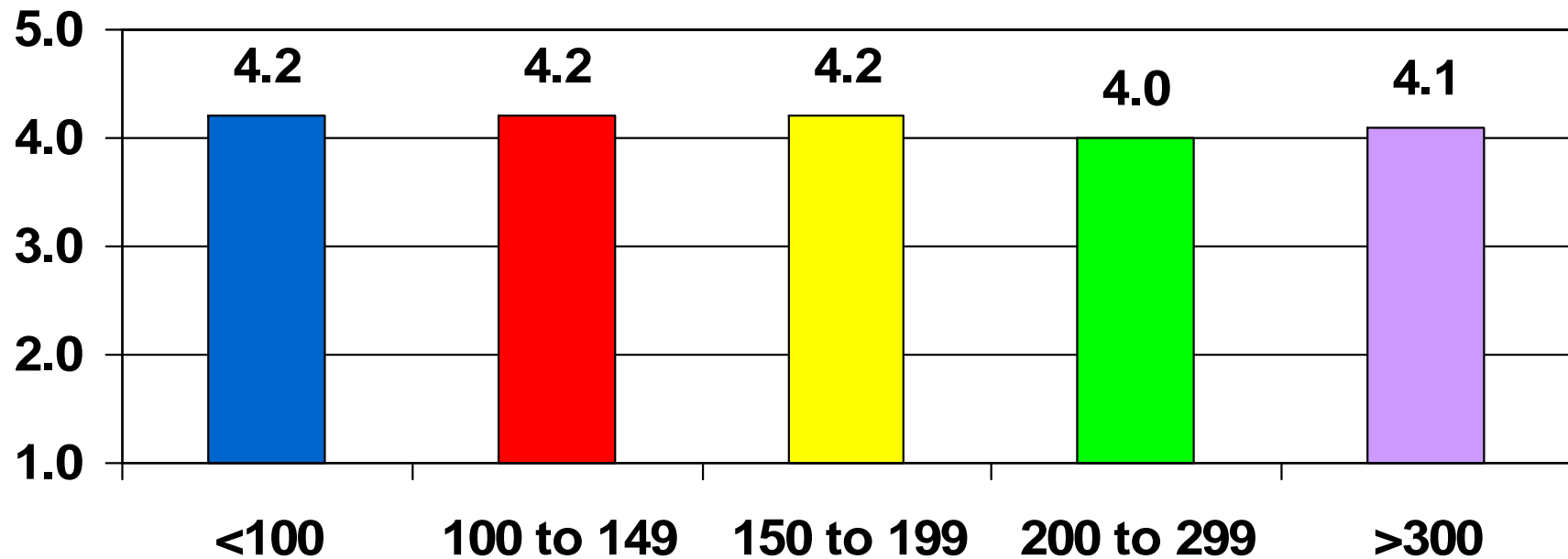**Training Issues - Average Score by Employee Size**

Q9. As much ongoing training as I need is provided by this facility

Environmental/Retention Issues

Each category includes a series of questions designed for hospital management and leadership to consider, discuss and use for performance improvement.

- Do the results reflect pride in employer or career – or both? How might this impact employee retention challenges?

- What might these results infer about healthcare professionals in general or rural health care in particular?

- How might your hospital use this data in the QI process?

- Could this information be useful in recruitment?

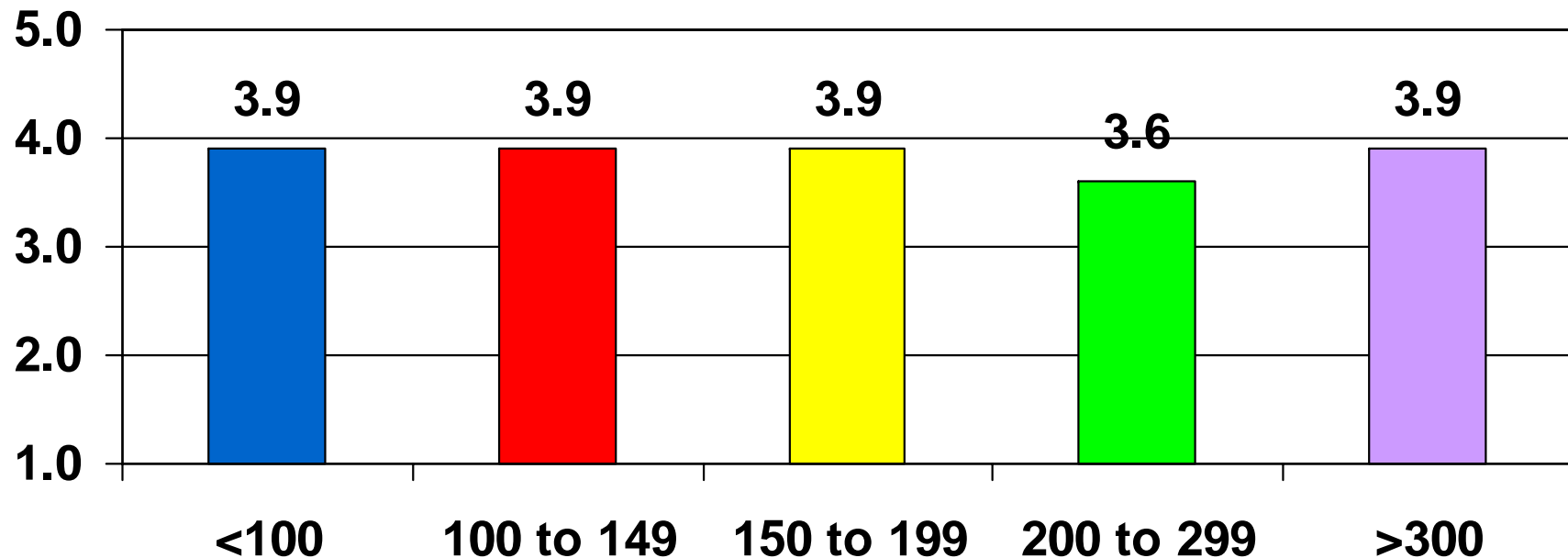# Environmental/Retention Issues - Average Score by Employee Size

Q10. I am proud to work for this facility

Environmental/Retention Issues - Average Score by Employee Size

Employee Size	Score
<100	4.5
100 to 149	4.6
150 to 199	4.6
200 to 299	4.4
>300	4.5
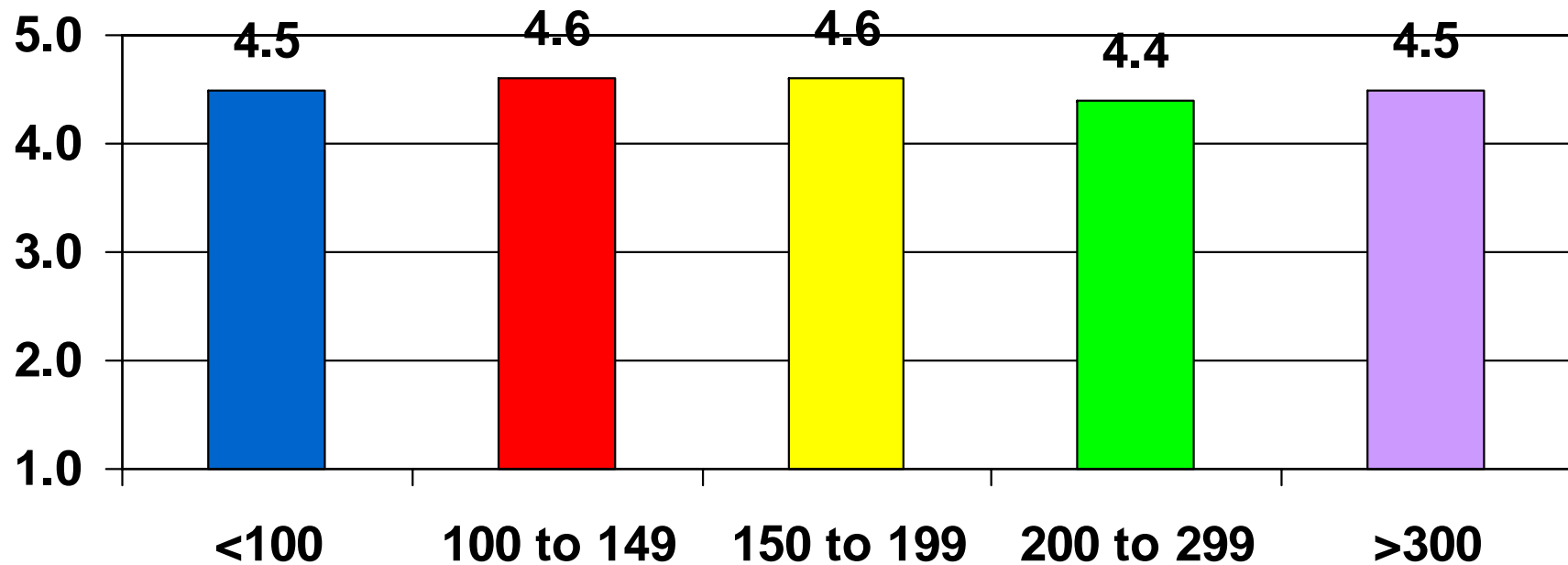
Q11. I like the type of work that I do

**Environmental/Retention Issues - Average Score by Employee Size**

Q12. I would recommend this facility to my family & friends

Performance/ Peer Issues

Each category includes a series of questions designed for hospital management and leadership to consider, discuss and use for performance improvement.

- Seems that compensation is often an issue – what could hospital management do to address this issue?

- What might the results say about peer relationships?

- What is the balance between management and employees in the areas of recognition, feeling like a team and compensation?

- How could your hospital use this data for performance improvement?

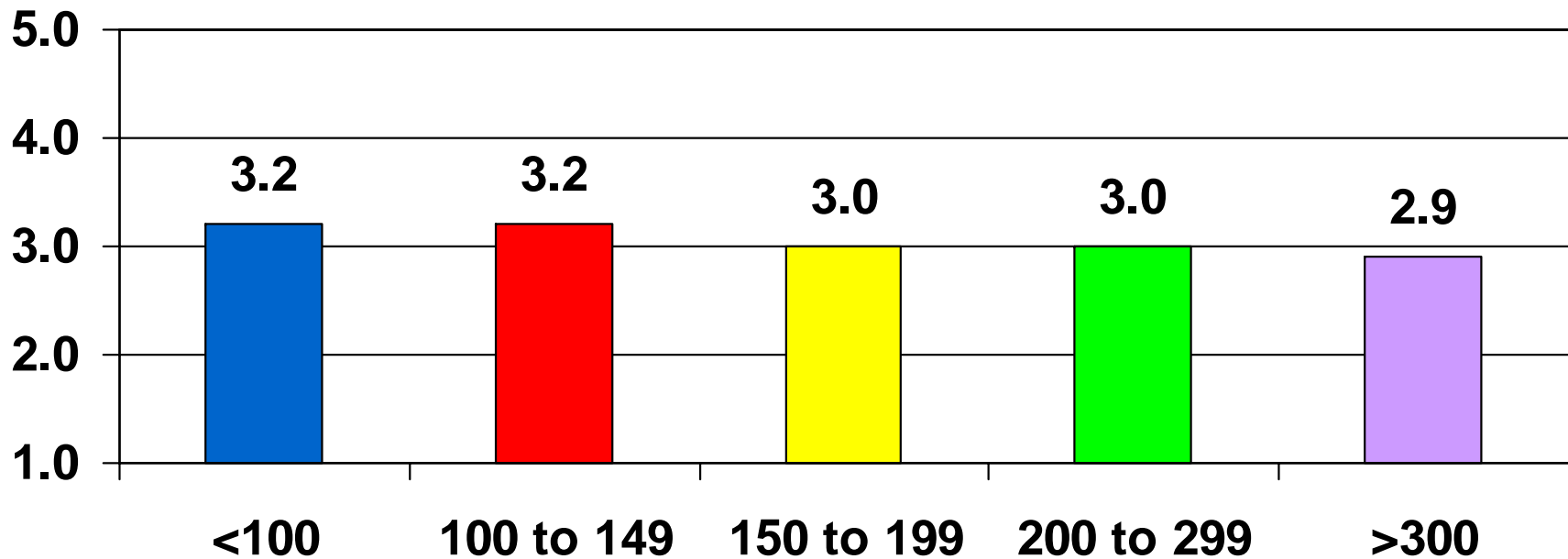**Peer/Performance Issues - Average Score by Employee Size**
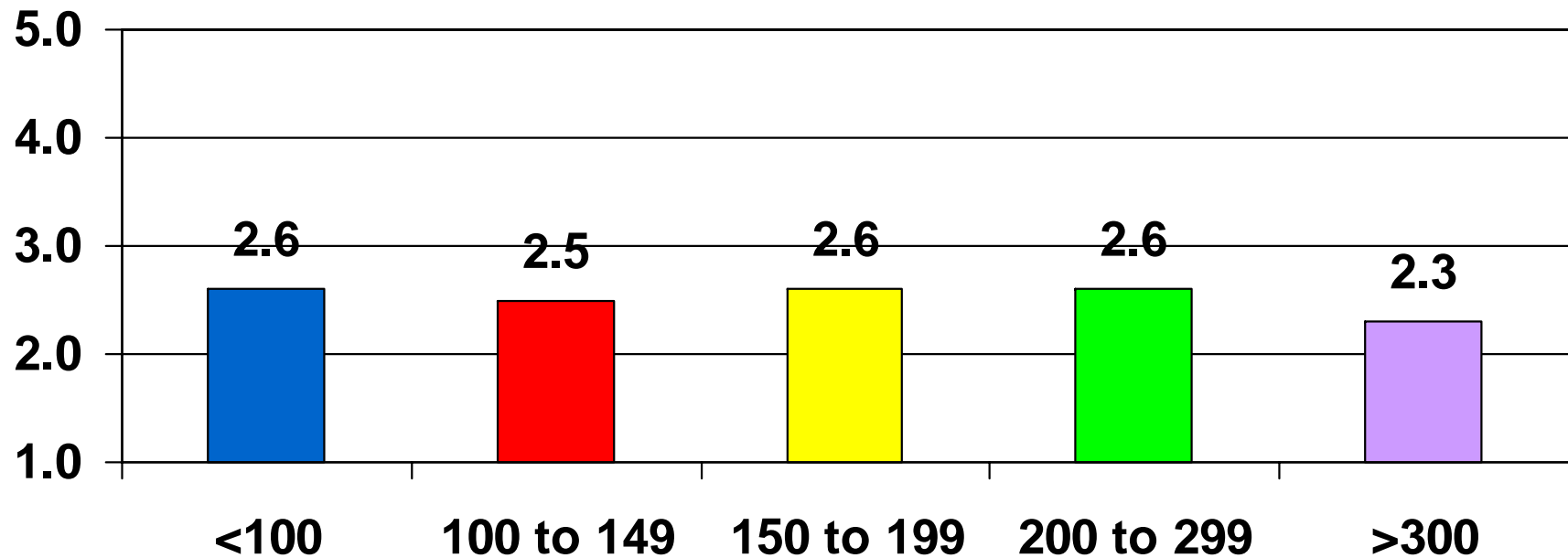
Q13. If I do very good work I can count on making more money

Peer/Performance Issues - Average Score by Employee Size
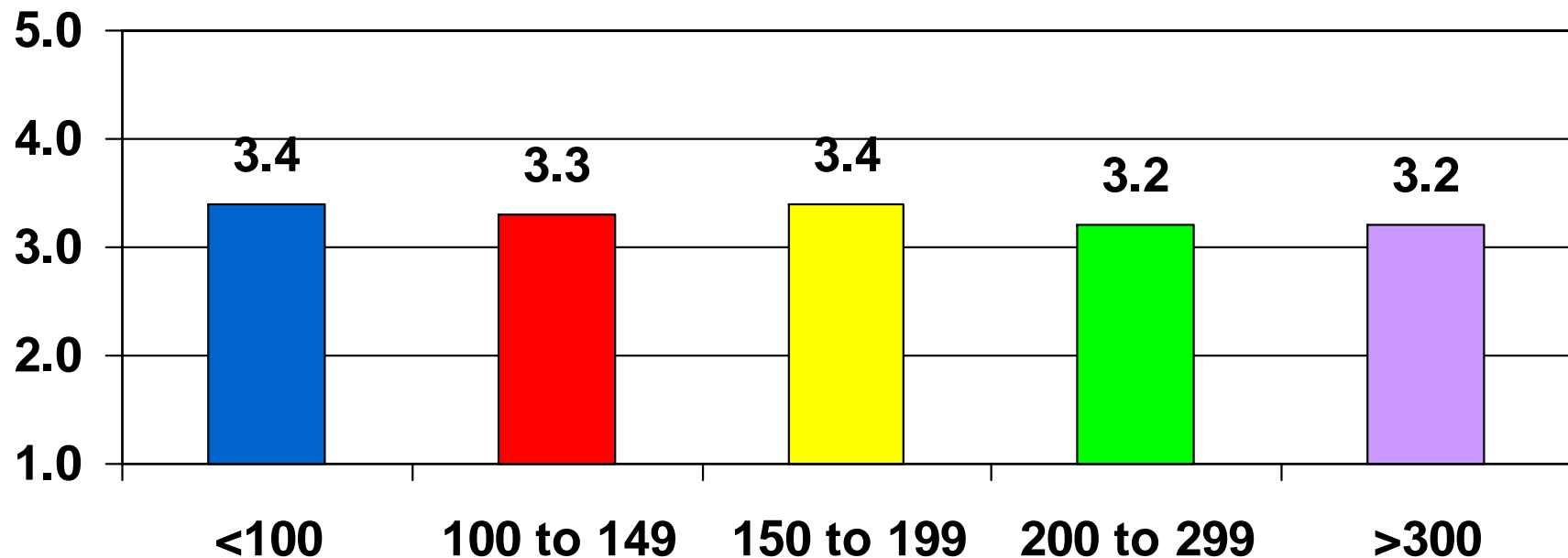
Q14. I feel part of a team working toward shared goals

Peer/Performance Issues - Average Score by Employee Size

Bar chart showing average scores:
- <100: 3.2
- 100 to 149: 3.2
- 150 to 199: 3.0
- 200 to 299: 3.0
- >300: 2.9

Q15. I am given enough recognition by management for work that's well done

Supervisory Issues

Each category includes a series of questions designed for hospital management and leadership to consider, discuss and use for performance improvement.

- Relative to the other graphs concerning staff perceptions of recognition and support, what might be inferred about staff relationships with their immediate supervisor versus upper management? How could these issues be addressed?

- From these average scores, what message might be shared among the department managers and supervisors?

- Recognition is also referenced in Q#15 – what are some effective strategies for managers to recognize employees?

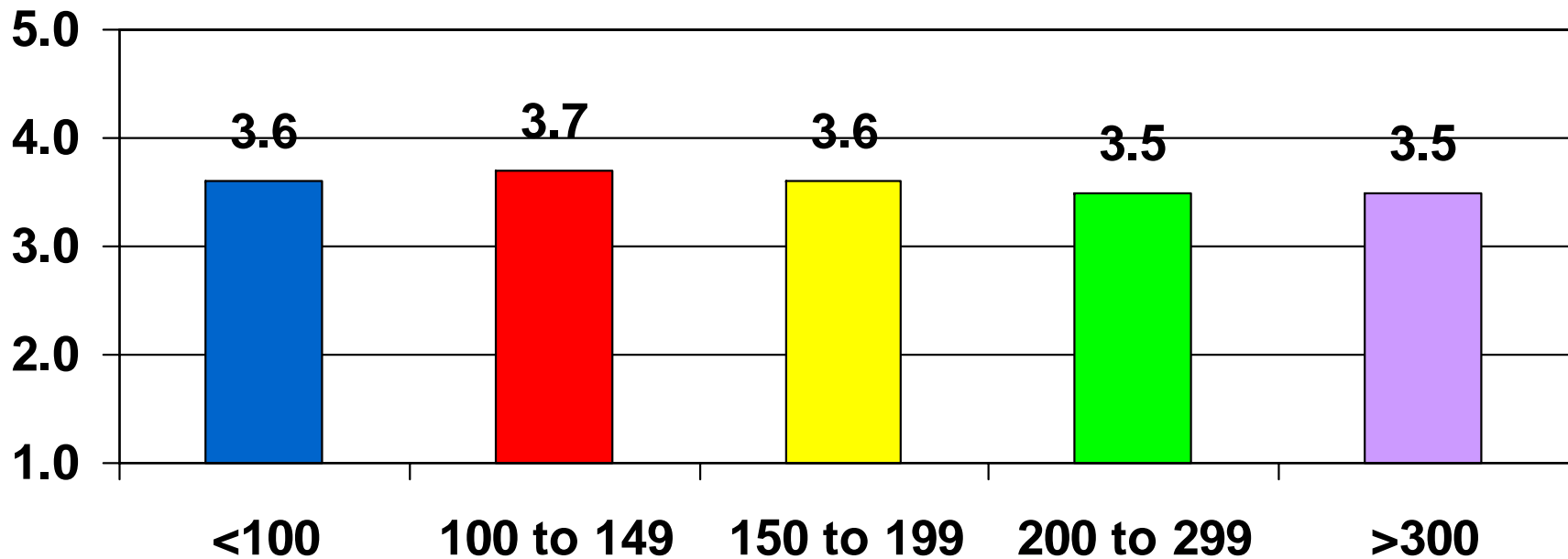**Supervisory Issues - Average Score by Employee Size**
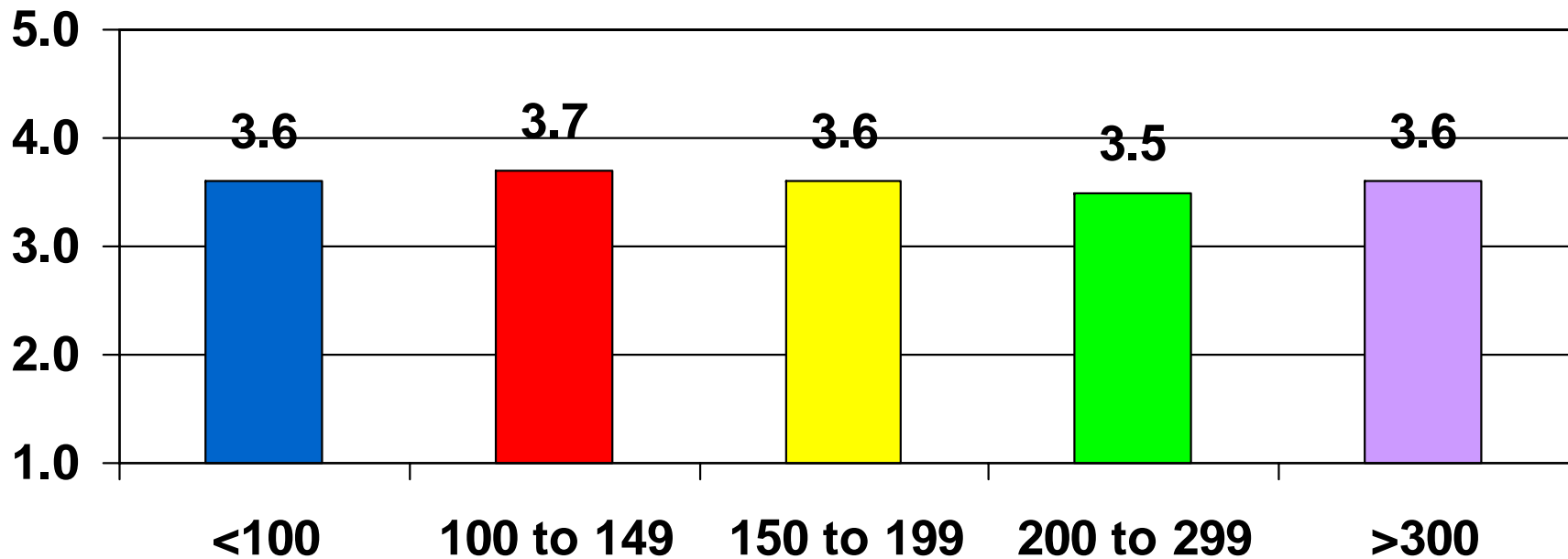
Q16. My supervisor gives me adequate support

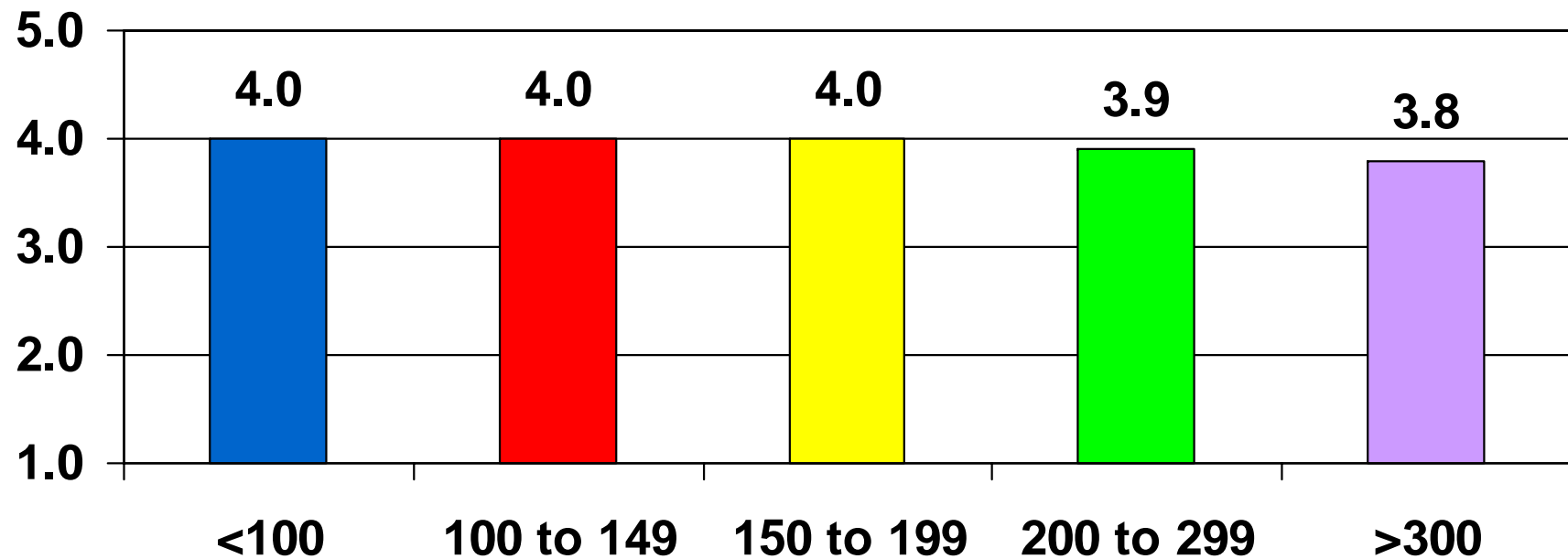# Supervisory Issues - Average Score by Employee Size
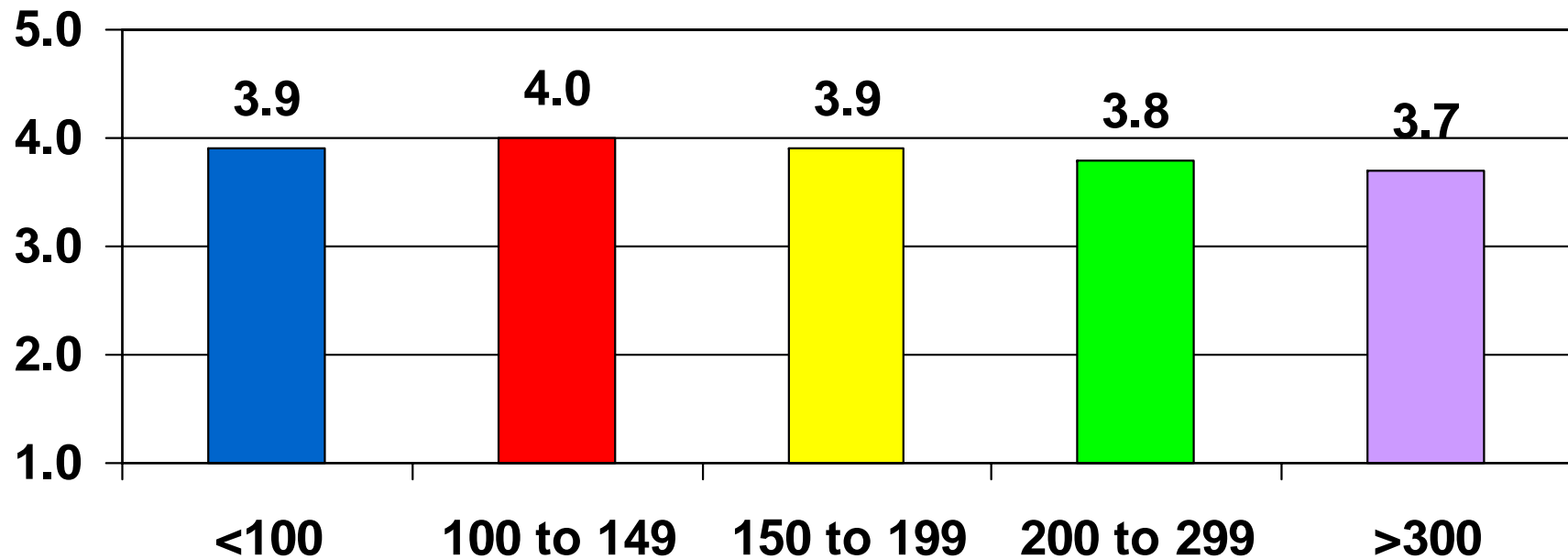
Q17. I feel that my supervisor treats me fairly

Supervisory Issues - Average Score by Employee Size

Q18. My supervisor tells me when I do my work well

Overall Satisfaction - Average Score by Employee Size

APPENDIX A

Current Shorter Form	Previous Longer Form
1) I contribute to the planning process at this facility	5) I contribute to the planning process at this facility
2) I contribute to the facility's plan and mission	6) I feel I contribute to the facility's plan and mission
3) I would like to be involved in the planning process for this facility	7) I would like to be involved in the planning process for this facility
4) I have confidence in this facility's leadership	3) I have confidence in this facility's leadership to implement the plan
5) Communications from management are frequent enough	20) Communications from management are frequent enough
6) I can trust what I am told by management	22) I feel I can trust what I am told by the management staff
7) I am provided enough information by this facility to do my job well	30) I am provided enough information by this facility to do my job well
8) As much ongoing training as I need is provided by this facility	32) As much ongoing training as I need is provided by this facility
9) My initial training provided by this facility was adequate	31) My initial training provided by this facility was as much as I needed
10) I am proud to work for this facility	8) I am proud to work for this facility
11) I like the type of work I do	11) I like the type of work that I do
12) I would recommend this facility to my family and friends	36) I would recommend this facility to my family and friends
13) If I do very good work I can count on making more money	13) If I do good work I can count on making more money
14) I feel part of a team working toward shared goals	16) I feel part of a team working toward shared goals
15) I am given enough recognition by management for work that's well done	19) I am given enough recognition by management for work that's well done
16) My supervisor gives me adequate support	25) I feel that my supervisor gives me adequate support
17) My supervisor treats me fairly	27) I feel that my supervisor treats me fairly
18) My supervisor tells me when I do my work well	29) My supervisor tells me when I do my work well
19) How would you describe the level of your overall job satisfaction with your work at this facility?	1) How would you describe the level of your overall job satisfaction with your work at this facility?

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